New Trade and Consumer Show Facilities in Ottawa

City of Ottawa

May 2010

HLT ADVISORY

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Introduction

Background

Lansdowne Park ("LP") is being evaluated for a major redevelopment incorporating a variety of commercial and residential uses. The project is known as "Lansdowne Live."

The redevelopment plans do not contemplate retention of the various structures currently used for trade and consumer show purposes. The developer, Shenkman Corporation, has proposed alternate facilities on a site controlled in conjunction with the Ottawa Airport Authority. The City of Ottawa however, has determined that rather than accept the Shenkman proposal a competitive bidding process should be initiated in order to identify all potential sites and "partners" for provision of trade and consumer show accommodation.

On November 12th, 2009, Ottawa City Council approved a motion that staff be directed to commence a Request for Expressions of Interest ("RFEI") for the construction, operation and finance of a trade and consumer show facility in Ottawa as soon as possible and that any proposal including the Shenkman Corporation be received through the RFEI process.

Proposals were received by the City of Ottawa, through the competitive process, in late March. The proposal by Shenkman Corporation was deemed to be the preferred submission.

The City sought to engage a consultant to assist with four distinct, but related, areas specifically to:

- Provide input into the Request for Proposal document (and supporting the City Staff recommendation to Council to proceed with a one-stage RFP process).
- Document governance, operations and financial parameters within the Canadian trade and consumer show industry.
- Quantify the economic impacts and comment on the social impacts from a new trade and consumer show facility
- Assist with evaluation of proposals received in the RFP process.

This report summarizes the involvement and responsibility of HLT Advisory Inc. ("HLT") .

Scope of Assignment

The City of Ottawa engaged HLT to assist with the project. In carrying out the assignment, HLT

- Completed detailed comparative analysis of competitive/comparative trade and consumer show as well as convention centre venues to include: Public versus private ownership, Governance structure, Capital cost, Size and facility offering, Financial data (to the extent publicly available), Market focus
- Analyzed of Lansdowne Park data to understand past usage and future potential (elements of this analysis may be provided to RFP proponents after the RFP process has commenced).
- Identified comparative rental rates (to the extent information is available) and comparison to Lansdowne Park rates.
- Interviewed Michael Rodgers, President of the Ottawa Association of Exhibition Managers ("OAEM") to validate industry view of the space requirements in Ottawa for consumer and trade shows.
- Identified tax increment financing options used in other Canadian cities for major public infrastructure.
- Reviewed previous economic impact analyses undertaken for Lansdowne Park and the trade/consumer show industry in Ottawa. Prepared a revised template for estimating economic impact of proponents as well as a current estimate based on recent Lansdowne Park results.
- Identified social impacts from additional trade and consumer show facilities and comment on the impact from potential loss of such space.
- Calculated the economic impact from the Preferred Proponent's Proposal based on inputs contained in the Preferred Proponent's submission, adjusted as determined necessary by the City of Ottawa review team.

Description of Event Types

Various event types are referred to throughout this report. For the most part, Canadian public-assembly venues accommodate a range of users and uses, in four main groupings.

Characteristic	Conventions	Meetings	Trade Shows	Consumer Shows
Market focus:	Information exchange between professional groups and associations	Smaller corporate or association meetings More specific in purpose than a convention Includes local business meetings, management and board meetings, technical meetings, sales meetings, and training seminars	Smaller corporate or association meetings More specific in purpose than a convention Includes local business meetings, management and board meetings, technical meetings, sales meetings, and training seminars	Public shows where suppliers display/sell goods directly to public Typically charge admission
Attendance Profile:	Most out-of-town attendance Visit often combined with vacation,	Varies by event	Varies by event	Local attendees
Venue Needs:	High quality meeting rooms with audio-visual capabilities Banquet facilities Moderate but increasing exhibit space needs Adjacent hotel rooms	High quality meeting rooms with audio-visual capabilities Meeting rooms Nearby hotel rooms	High quality meeting rooms with audio-visual capabilities Meeting rooms Nearby hotel rooms	Exhibit space intensive Extensive parking requirements
Rotation:	Rotation determined by association charter Prefer tourist destinations	No rotation	No rotation	Locally produced
Economic Impact:	High economic impact	Limited economic impact	Limited economic impact	Little economic impact

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Current Situation: Lansdowne Park

Lansdowne Park Mission and Available Space

"Lansdowne Park caters to an endless variety of events from trade and consumer shows to spectacular family shows and rock performances; from junior hockey to community events; from national and international competitions to the annual SuperEx"

"Its mission is to be operated as a multi-purpose sports and entertainment facility catering to the needs of both local citizens and visitors; and conduct such activities in a manner which minimizes impacts on adjacent communities."
Source: Lansdowne Park website

From a trade and consumer show perspective, Lansdowne Park offers approximately 146,000 square feet of rentable space in four separate buildings. Various references are made to the available space, for the purposes of this report we assumed the space configuration provided by Lansdowne Park management is correct.

Lansdowne Park, Space Summary

Building:	OAEM[1]	Website[2]	"HLT Used"[3]
Exhibition Hall	30,195	30,000	33,000
Collesium	27,608	28,000	28,000
Aberdeen	39,798	36,000	35,000
Arena Floor	17,000	17,000	50,000
Arena Concourse	50,000	50,000	
Assembly Hall	-	3,000	-
Total	**164,601**	**164,000**	**146,000**

Source: HLT Advisory based on:
1) The Exposition Industry at Ladsdowne Park - An Overview prepared by OAEM
2) Lansdowne Park Website (http://www.lansdownepark.ca)

3) Space breakdown provided by Richard Haycock. These were the dimensions he used when providing HLT with event data in order to be consistent with Lansdowne Park reporting methods
Note: HLT has used TradeShow week's 103,000 sq ft. of exhibit space in charts comparing Lansdowne to other facilities in order to provide a consistent comparison

Trade and Consumer Show Activity: Revenue

Revenue from trade and consumer show events at Lansdowne Park has increased substantially from 2001 through 2009, largely a result of an increased number of events and associated sales (e.g., food and beverage). Surcharge revenue is earned from a charge assessed to all trade and consumer show attendees. Parking was not recorded separately for trade and consumer show events until 2008.

Revenue Summary - Lansdowne Park Exhibitions

		Rental Revenue		**Other Revenue**			**Total Revenue**		
Year	Number of Events	Rental	Average Rent per Event	Surcharge*	Security	Concession	Sub-Total**	Parking	Total
2001	23	$711,686	$30,943	$210,147	$73,311	$42,731	$1,068,816	n/a	n/a
2002	25	$737,506	$29,500	$236,198	$100,795	$50,476	$1,154,475	n/a	n/a
2003	21	$697,443	$33,212	$184,343	$94,421	$46,594	$1,056,012	n/a	n/a
2004	40	$904,857	$22,621	$169,054	$117,674	$58,158	$1,272,364	n/a	n/a
2005	35	$784,301	$22,409	$145,053	$103,477	$50,041	$1,105,281	n/a	n/a
2006	29	$744,587	$25,675	$109,297	$97,411	$41,071	$1,018,041	n/a	n/a
2007	34	$1,033,065	$30,384	$133,173	$133,759	$68,330	$1,398,711	n/a	n/a
2008	35	$1,072,323	$30,638	$196,968	$160,211	$54,308	$1,514,448	$320,550	$1,834,998
2009	39	$1,208,012	$30,975	$217,757	$211,069	$80,996	$1,748,809	$284,485	$2,033,294

Source: HLT Advisory Inc. based on data provided by Richard Haycock on January 13th, 2010

** Surcharge is charged to consumers based on the price of their admissions (tickets) to a show. Lansdowne Park collects $1.50 for tickets from $0-$12 and $2.50 for tickets $12+*

*** "Sub-Total" is the sum of Rental, Surcharge, Security, and Concession Revenues.*

n/a: data was not provided

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Trade and Consumer Show Activity by Month

Consistent with other trade and consumer show venues across Ontario and Canada, a distinct seasonal pattern is evident with respect to event activity.

Virtually no event activity occurs during the summer, while the February to May period generates 62% of rental revenue. The period of September to November generates 30%. The remaining 5 months account for only 8% of total rental revenue

Revenue/Shows by Month- 2009

	# Shows	Rental Revenue
January	2	$38,446
February	4	$195,589
March	5	$236,303
April	7	$188,673
May	4	$130,440
June	0	$0
July	0	$0
August	0	$0
September	5	$96,986
October	7	$117,264
November	4	$145,529
December	1	$58,782
Total	39	$1,208,012

Source: HLT Advisory Inc.

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Trade and Consumer Show Activity: All Events

Lansdowne Park 2008 and 2009 Event Summary

	Square Ft Used		Rental Revenue		Attendance	
	2008	2009	2008	2009	2008	2009
"Recurring" Shows:*						
Ottawa Boat & Sportsmen's Show	146,000	146,000	$114,677	$120,351		
Ottawa Valley Farm Show	146,000	146,000	$81,218	$84,484		
Spring Home Show	146,000	146,000	$107,167	$113,416		
Spring RV Show	96,000	96,000	$62,925	$61,210		
Cottage Show/Big Back Yard	96,000	96,000	$70,875	$74,450		
Wine & Food Show	83,000	83,000	$43,080	$42,698		
Guy Show***	96,000	68,000	$61,761	$47,444		
Fall Home Show	35,000	68,000	$50,920	$50,920		
Ottawa Fall RV Show	38,000	63,000	$27,164	$27,164		
National Women's Show	35,000	50,000	$18,803	$28,975		
World @ Work Fair	38,000	38,000	$16,139	$15,614		
Ottawa Travel & Vacation Show	35,000	35,000	$14,879	$15,614		
Ottawa Race Weekend	38,000	35,000	$23,956	$24,906		
Samko Toy Sale	35,000	35,000	$80,535	$77,438		
Capital City Cards 2	18,000	35,000	$3,134	$3,585		
Ottawa Wood Show	35,000	35,000	$21,809	$21,809		
Landscape Ontario	33,000	33,000	$8,403	$8,810		
Sexapalooza	33,000	33,000	$15,153	$15,404		
Ottawa Renovations Show	33,000	33,000	$21,413	$23,042		
Spring Wedding Show	27,000	33,000	$12,857	$12,857		
Originals Spring Craft Show	33,000	33,000	$22,047	$23,134		
Fall Wedding Show	27,000	33,000	$12,857	$12,857		
Franchise Show	27,000	33,000	$10,574	$10,574		
Ottawa Christmas Craft Show	33,000	33,000	$58,792	$58,782		
Spring Garage Sale	28,000	28,000	$9,302	$8,349		
Saunders Book Sale	30,000	28,000	$4,701	$6,930		
Fall Flea Market	28,000	28,000	$9,102	$8,175		
Ottawa Ski Show	21,000	27,000	$8,484	$13,185		
Capital City Cards 1	28,000	18,000	$3,134	$3,585		
Sub-Total, Recurring Shows			**$995,857**	**$1,015,757**	**215,086**	**192,486**

Event Summary Cont'd

	Square Ft Used		Rental Revenue		Attendance	
	2008	2009	2008	2009	2008	2009
"One-off" Shows:**						
CANSEC		146,000		$92,421		
NCHCA Trade Show		35,000		$9,419		
NAPA Auto Parts		35,000		$6,321		
Go Green Expo		35,000		$15,614		
Fall Women's Show		35,000		$15,705		
Signature Craft Show		35,000		$28,095		
Home Hardware Tradeshow		33,000		$5,219		
Book Fair		28,000		$9,933		
Psychic Fair		18,000		$9,529		
Lululemon Sale	35,000		$29,526			
Ottawa Valley Bike Show	35,000		$11,928			
Signatures Craft Show	35,000		$28,095			
Ottawa Citizen Career Fair	30,000		$4,827			
CAPA	18,000		$2,090			
Sub-Total, "One-off" Shows			**$76,466**	**$192,255**	**49,000**	**25,599**
Total, All Shows			**$1,072,323**	**$1,208,012**	**264,086**	**218,085**
Percent of Total from Recurring (%)			**93%**	**84%**	**81%**	**88%**

Source: HLT Advisory Inc. based on data provided by Richard Haycock on January 13th, 2010.
** An event must have been held in 2009 AND at least one prior calendar year to be considered recurring*
*** All shows not considered recurring (see definition above)*
**** This includes the Fall Guy Show - actually two separate shows*

Over the last two years "recurring" shows (defined as an event that occurred in 2009 AND at least one prior calendar year) generated the majority (over 80%) of the attendance at LP exhibitions.

Trade and Consumer Show Activity – Recurring Events

In 7 of the last 8 years the 30 events that HLT has classified as "recurring" have generated over 80% of total rental revenue

Over this period the Boat and Sportsmen's Show, Spring Home Show, Spring RV Show, Farm Show, and Christmas Craft Show combined have generated no less than 36% of total rental revenue

Recurring and "One-Off" Events - Rental Revenue

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Recurring Shows:*									
Landscape Ontario	$6,182	$6,380	$6,380	$6,765	$6,375	$7,166	$7,166	$8,403	$8,810
Sexapalooza								$15,153	$15,404
Ottawa Renovations Show		$20,000	$20,000	$19,125	$19,125	$20,081	$20,081	$21,413	$23,042
Spring RV Show	$58,248	$54,160	$52,160	$59,075	$56,950	$59,796	$59,809	$62,925	$61,210
Ottawa Boat & Sportsmen's Show	$91,273	$91,272	$91,273	$99,715	$99,715	$104,701	$160,141	$114,677	$120,351
Ottawa Valley Farm Show	$73,995	$89,810	$73,475	$82,200	$74,880	$81,661	$77,230	$81,218	$84,484
Spring Home Show	$88,786	$92,669	$91,825	$91,186	$96,168	$101,944	$101,944	$107,167	$113,416
Spring Wedding Show					$9,000	$9,450	$9,450	$12,857	$12,857
Ottawa Travel & Vacation Show	$16,975	$15,763	$16,975	$18,725	$18,715	$19,670	$14,050	$14,879	$15,614
Cottage Show/Big Back Yard		$34,335	$39,825	$37,125	$55,875	$42,090	$65,220	$70,875	$74,450
Originals Spring Craft Show	$18,000	$18,000	$18,000	$19,125	$19,125	$20,081	$24,544	$22,047	$23,134
Spring Garage Sale				$8,000	$8,044	$8,837	$13,652	$9,302	$8,349
Guy Show							$50,540	$61,761	$47,444
National Women's Show							$11,550	$18,803	$28,975
Ottawa Race Weekend								$23,956	$24,906
Capital City Cards 1				$1,750	$2,652	$2,835	$2,835	$3,134	$3,585
Saunders Book Sale				$9,000	$8,800		$5,253	$4,701	$6,930
Fall Wedding Show				$9,000	$9,000	$9,450	$9,450	$12,857	$12,857
Fall Flea Market								$9,102	$8,175
Fall Home Show		$68,640	$74,800	$61,200	$61,200		$56,370	$50,920	$50,920
Ottawa Fall RV Show	$9,075	$21,200	$24,375	$24,000	$24,000	$35,706	$24,550	$27,164	$27,164
Ottawa Ski Show	$16,975	$12,705	$7,100	$8,100	$8,100	$7,088	$7,088	$8,484	$13,185
World @ Work Fair				$13,375	$13,255	$14,050	$14,050	$16,139	$15,614
Samko Toy Sale							$89,920	$80,535	$77,438
Wine & Food Show								$43,080	$42,698
Franchise Show	$6,025	$5,728	$9,075		$6,750	$7,088		$10,574	$10,574
Capital City Cards 2				$1,350	$2,652	$2,835	$2,835	$3,134	$3,585
Ottawa Wood Show	$16,975	$16,975	$18,725	$18,725	$18,725	$19,670	$19,670	$21,809	$21,809
Ottawa Christmas Craft Show	$46,000	$46,000	$44,745	$48,875	$48,875	$51,319	$51,319	$58,792	$58,782
Sub-Total, Recurring Shows	**$448,508**	**$593,636**	**$588,733**	**$636,416**	**$667,981**	**$625,518**	**$898,715**	**$995,857**	**$1,015,757**
Sub-Total, "One-off" Shows **	$263,178	$143,870	$108,710	$268,441	$116,320	$119,069	$134,350	$76,466	$192,255
Total Rental Revenue, All Shows	**$711,686**	**$737,506**	**$697,443**	**$904,857**	**$784,301**	**$744,587**	**$1,033,065**	**$1,072,323**	**$1,208,012**
Percentage of Revenue from Recurring	**63%**	**80%**	**84%**	**70%**	**85%**	**84%**	**87%**	**93%**	**84%**
Number of Shows:									
Recurring	12	15	15	20	22	20	24	30	30
"One-off"	11	10	6	20	13	9	10	5	9
Total	23	25	21	40	35	29	34	35	39

Source: HLT Advisory Inc. based on data provided by Richard Haycock on January 13th, 2010

** An event must have been held in 2009 AND at least one prior calendar year to be considered recurring*

*** "One-Off Shows" are all shows not considered recurring (see definition above)*

Note: "Guy Show" and "Spring Garage Sale" also included "Fall" shows in certain years

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Summary

A review of Lansdowne Park operating data, and Ottawa-area knowledge, suggests:

- A solid base of regular events producing a core income stream.
- Significant reliance on about two dozen recurring consumer show events. Recurring events produced 85% of total revenue in 2009. This amount is consistent over the past five years.
- For the most part, lower attendance in 2009 however, as with many other consumer and trade show venues across Canada, we understand this a reflection of recent economic challenges as opposed to a general trend
- The multitude of buildings, offering a range of space and facilities, results in inefficient operations of individual events.
- The new Ottawa Convention Centre is neither designed to handle the majority of events currently hosted at Lansdowne Park nor large enough for the very large events.
- Pricing does not reflect seasonal variances in business demand.

Expansion Requirements

OAEM-Identified Space Needs

The OAEM, in a written submission and follow-up telephone interview with the President (Michael Rodgers), identified broad requirements for new consumer and trade show facilities in Ottawa. These requirements are summarized below.

Exhibition Space/Exhibit Halls:

- Gross building area of roughly 220,000 sq. ft.
- Exhibition space totaling 150,000 sq. ft. capable of subdivision into 50,000/30,000/30,000/40,000 sq. ft. segments
- 24’ ceiling clearance
- Unspecified number of loading dock (9’ x 9’) with 20’ x 20’ drive in doors
- Column-free or 30’ x 30’ grid

Support Areas:

- Four meeting rooms of 2,000 sq. ft. each
- Four show offices (one for each segment of exhibit hall) located inside the hall
- Lobby/crush space for reception check-in
- Support areas (coat check, ticket booths)
- Carpeted with upgraded, but not lavish, finishes

HLT understands that the City of Ottawa is proceeding with the development of a proposal call process incorporating these broad space parameters.

HLT’s focus with respect to space needs is the overall building size and configuration. We comment on the OAEM requirements, in conjunction with our analysis of Lansdowne Park usage levels, on the following pages.

Current Consumer/Trade Show Usage at Lansdowne Park

Eleven of the 39 events held at Lansdowne Park during 2009 required space greater than that available in any one building. Only four required all available space (i.e., .more than 146,000 sq. ft.), specifically:

- Ottawa Boat and Sportsmen Show
- Ottawa Valley Farm Show
- Spring Home Show
- CANSEC (2009 only)

The next two largest shows are the Spring RV and Cottage shows (both at 96,000 sq. ft.).

With respect to current activity at Lansdowne Park, the OAEM notes that:

- The four shows using all Lansdowne Park space have growth potential however, this growth can be accommodated over the medium term in a single, more efficient building (as opposed to inefficiencies created through multiple buildings.
- Potential exists for additional shows (i.e., small- to medium-sized shows that could run currently with existing shows)

Building Use Summary - 2009

Buildings Used:	Number of Events	Average Rental Revenue per Event
One Building Only (50,000 sq ft. or less):		
Exhibition Hall	9	$18,964
Collesium	4	$8,347
Aberdeen	11	$21,283
Arena Floor[1] Arena Concourse[1]	4	$13,818
Sub-Total	**28**	**$17,623**
Multiple Buildings (63,000 sq ft. plus):		
2 or 3 buildings	7	$50,648
All Buildings	4	$102,668
Sub-Total	**11**	**$71,456**
Total	**39**	**$31,790**

Source: HLT Advisory Inc. based on square footage and building summaries provided by Richard Haycock

1) Any use of the Arena (Floor or Concourse) has been combined as HLT is under the assumption that anyone renting the arena is entitled to use all available space

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Commentary on Identified Size Requirements

Based on existing event activity at Lansdowne Park, the OAEM's recommendations and our experience in the industry, we offer the following comments on the proposed space parameters:

- The order of magnitude of space proposed (i.e., 150,000 sq. ft.) is suitable to address current needs and, most likely, medium-term growth needs for existing events. The efficiency afforded by a single exhibit hall on a single level could reduce space needs by as much as 20% (i.e., events currently requiring 146,000 could be accommodated more efficiently in 115,000 to 120,000 sq. ft.), allowing for future growth potential.
- The divisibility (i.e., 50,000/40,000/30,000/30,000) appears reasonable given current event activity.
- Minimizing columns should be the goal; the 30' X 30' grid is an acceptable minimum.
- The recommended meeting space provides limited potential for hybrid events. While the new structure is not intended to compete with the new Ottawa Convention Centre, consideration might be given to incorporating as much as 25,000 sq. ft. of meeting space.
- Further research should be conducted on loading access to the exhibit floor (particularly when the floor is subdivided). An industry benchmark would suggest one loading door for every 10,000 to 15,000 sq. ft. of exhibit area.
- Consideration might be given to increasing ceiling heights from the recommended 25 feet to 30 feet.

These comments reflect an ideal situation (from a business, not an architectural/design/planning perspective) recognizing that compromises will almost certainly be necessary as a site is selected, the building designed and financial requirements identified. These suggestions are provided as input to the City of Ottawa in the development of the proposal call. Further, these comments reflect existing usage patterns at Lansdowne Park; HLT has conducted no market research to support future space needs.

Industry Characteristics

Overview

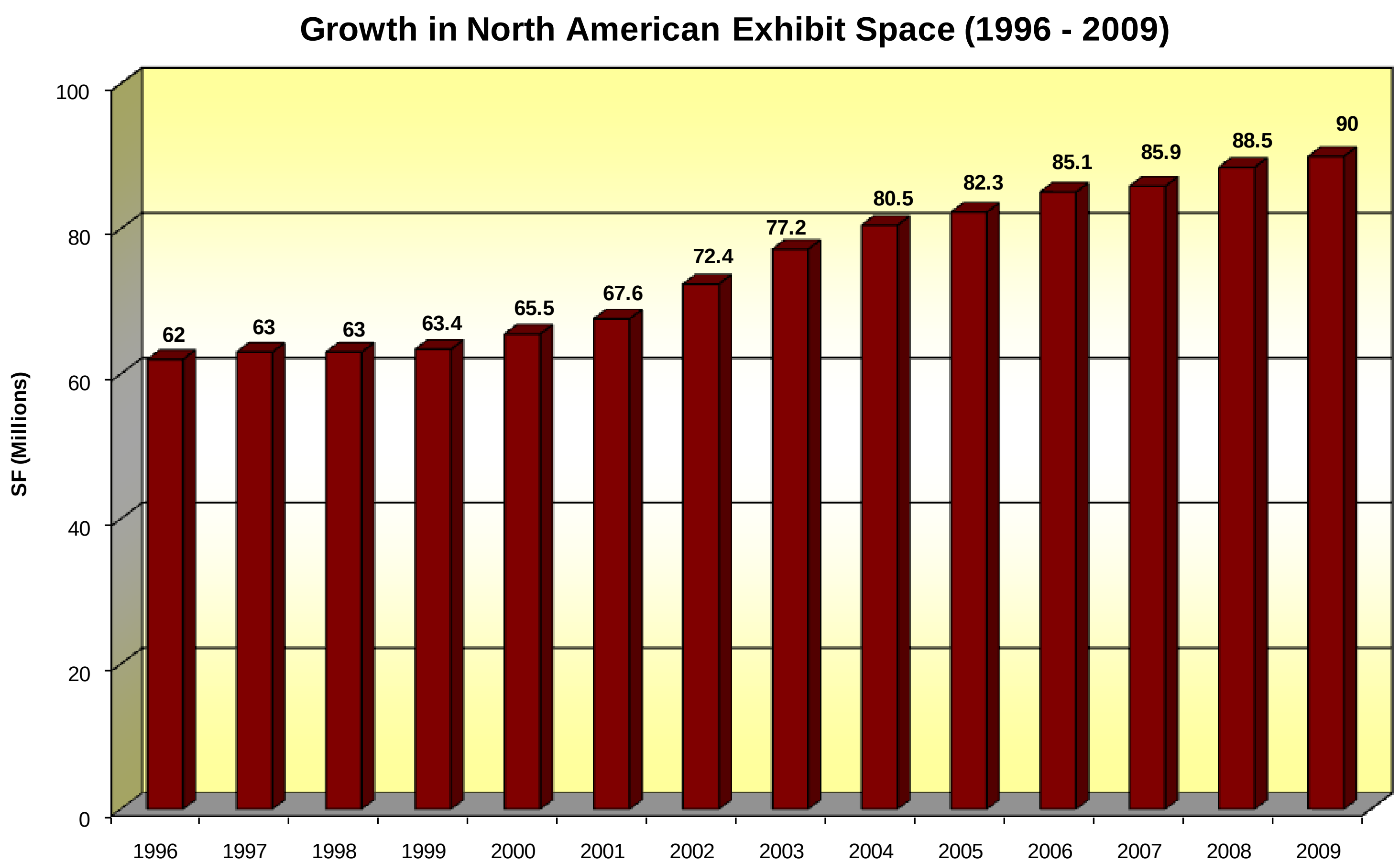
Various industry sources produce trend, forecasting and related industry data. TSW Research and the Center for Exhibition Industry Research are among the most prolific, although mostly U.S.-centric and largely focused on trade rather than consumer shows (the majority of events at Lansdowne Park. Some key industry characteristics gleaned from these and other sources include:

- Trade show events are usually held in those major centres with a preponderance of buyers, sellers or both (e.g., major financial, manufacturing, transportation or industry sector hubs such as pharmaceutical or technology)
- The number and nature of consumer show events are a function of community size and spending power.
- Both trade show and consumer show events experienced declines in exhibitors and attendees over the past year; attendee participation is recovering faster than exhibitors.
- Both trade and consumer shows (although more so for trade shows) are witnessing an increase in information delivery needs (i.e., additional meeting space requirements).
- A focus on green events with emphasis across all event elements including staging, information delivery (e.g., paper) and foodservice.
- Downward pressure on pricing (space as well as add-on services) although consumer show venues interviewed as part of this analysis were less bearish on pricing than North America-wide trends seem to indicate.
- Marketing and packaging of consumer shows must adapt to changing demographics, notably reflecting the need to reach a younger audience.

The following pages provide some comparative statistics on the North American and Canadian exhibition industry.

Growth of North American Exhibit Space

Total North American exhibit space of 90 million sq. ft., has increased by about 50% since 1997. Projections suggest an additional 4 million sq. ft. will be added by the end of 2012, largely as a result of building expansions.



Source: TSW Research

Range of North American Exhibit Hall Sizes

From the Kitchener Memorial Auditorium Complex at less than 100,000 sq. ft. to Chicago's McCormick Place at 2.7 million sq. ft., the top 200 North American exhibit halls vary widely in size and usage. The very largest buildings are dominated by business-to-business trade show events while most North American cities also support one (or more) venues dedicated primarily to consumer shows (shows that attract a local, retail audience.

Note: The 103,000 sq. ft. indicated for Lansdowne Park reflects a reduction in "prime" space as defined by the data source: TSW Research.

Top Exhibit Halls in North America by Total Exhibit Space

Rank	Facility	City	State/Province	Total Exhibit Space
1	McCormick Place	Chicago	Illinois	2,700,000
2	Orange County Convention Center	Orlando	Florida	2,053,820
3	Las Vegas Convention Center	Las Vegas	Nevada	1,940,631
4	Georgia World Congress Centre	Atlanta	Georgia	1,370,000
5	Kentucky Exposition Center	Louisville	Kentucky	1,300,000
6	Las Vegas Sands MEGACENTER	Las Vegas	Nevada	1,125,600
7	Ernest N. Morial Convention Center	New Orleans	Louisiana	1,100,000
8	International Exposition Center (I-X Center)	Cleveland	Ohio	1,085,000
9	Direct Energy Centre	Toronto	Ontario	1,072,000
10	Dallas Convention Center	Dallas	Texas	1,019,142
11	Toronto Congress Centre	Toronto	Ontario	1,000,000
34	International Centre, Toronto	Toronto	Ontario	507,813
88	Rogers Centre	Toronto	Ontario	200,000
158	Copps Coliseum	Hamilton	Ontario	117,000
171	Western Fair Association Event Centre	London	Ontario	109,500
177	Landsdowne Park/Ottawa Civic Centre Complex	Ottawa	Ontario	103,000
193	Kitchener Memorial Auditorium Complex	Kitchener	Ontario	98,916

Source: TSW Research

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Trade Show Activity

The largest Canadian trade shows (business-to-business events) are concentrated in the major business hubs/destinations of Toronto, Montreal, Vancouver, Edmonton and Calgary (43 of the largest 50 trade shows in 2008). Ottawa hosts no nationally significant trade shows, in part given the venue but more practically given the business base of these other major centres.

Canadian Top 50 Trade Show Destinations

	2003	2004	2005	2006	2007	2008
Abbotsford	-	-	1	-	-	1
Calgary	2	2	2	2	3	1
Edmonton	3	3	4	3	4	3
Fort MacMurray	-	-	-	1	-	-
Halifax	-	-	-	-	-	1
Moncton	1	1	1	-	-	1
Montreal	12	12	9	10	10	6
Quebec City	-	-	2	-	-	2
Saint-Hyacinthe	-	-	1	-	-	1
Saskatoon	1	1	1	1	1	1
Toronto	29	29	27	29	28	26
Vancouver	2	2	2	3	4	7
Winnipeg	-	-	-	1	-	-
Total	**50**	**50**	**50**	**50**	**50**	**50**

Source: TSW Research

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Characteristics of Canadian Trade and Consumer Show Venues

Comparable Canadian Exhibition Facilities

Most major Canadian cities have a dedicated (if not purpose-built) exhibition facility for trade and consumer shows (in addition to a venue dedicated to conventions/meetings). A sample of Canadian trade and consumer show-focused buildings is presented below. A summary of convention/meeting venues is included in Appendix A.

Canadian Exhibition Facility Summary

City	Facility	Prime exhibit space	Total exhibit space	Largest exhibit hall	Total meeting space	Total Exhibit/ Meeting Space
Vancouver	Pacific National Exhibition	54,000	130,000	57,000	1,000	131,000
Abbotsford	TRADEX/Fraser Valley Trade & Exhibition Centre	120,000	137,000	60,000	3,200	140,200
Edmonton	Northlands	473,777	522,071	n/a	48,294	570,365
Calgary	BMO Centre (Stampede Park)	370,000	500,000	150,000	30,000	530,000
Regina	Evraz Place (formerly IPSCO place)	500,000	800,000	n/a	50,500	850,500
London	Western Fair Association Event Centre	109,500	109,500	57,000	2,700	112,200
Niagara Falls	Niagara Convention and Civic Centre	82,665	99,625	82,665	32,456	132,081
Hamilton	Hamilton Convention Centre	40,000	60,000	19,662	12,000	72,000
Toronto	Direct Energy Centre	1,072,000	1,072,000	358,433	73,938	1,145,938
Toronto	International Centre	471,000	507,813	100,000	84,813	592,626
Toronto	Toronto Congress Centre	1,000,000	1,000,000	500,000	60,000	1,060,000
Ottawa	Lansdowne Park/Ottawa Civic Centre Complex	96,000	103,000	36,000	33,000	136,000
Montreal	Place Bonaventure	201,250	315,000	201,250	20,750	335,750
Quebec City	ExpoCite (Quebec City Tradeshow Centre)	125,000	125,000	125,000	3,600	128,600
Halifax	Exhibition Park	100,000	100,000	61,000	20,000	120,000

Source: HLT Advisory Inc.

** Facility Profile completed by HLT Advisory Inc. based on "Tradeshow Week: Major Exhibit Hall Directory (MEHD)." Note that prime exhibit space is dedicated exhibit space which has convenient access to utilities for each exhibitor. In most cases, this DOES NOT include ballrooms, meeting rooms, lobbies or arenas. Total exhibit space includes prime space plus areas such as large meeting rooms and ballrooms which may be reasonably used for exhibits, but are not dedicated to that purpose.*

n/a: not available

Note that the dimensions are based on Tradeshow Week's "Major Exhibit Hall Directory" and that HLT has not changed Lansdowne's square footage to reflect the square footage provided by Richard Haycock in order to provide a more consistent comparison.

Governance of Canadian Consumer and Trade Show Buildings

With the exception of a few privately-owned facilities, most Canadian venues are run by a not-for-profit, single-purpose entities reporting to a board of directors. The majority of these structures are subsidized on a capital or operating basis, often both.

Canadian Exhibition Facility Summary cont (Governance)

						Board of Directors	
City	**Facility**	**Land owned by:**	**Responsibility for operating control:**	**Structure of Operating Control Entity**	Board of Directors?	Number:	Composition:
Vancouver	Pacific National Exhibition	City of Vancouver	The PNE: a non- profit charity	Single-purpose corporation	Yes	10	Appointed by Vancouver City Council
Abbotsford	TRADEX/Fraser Valley Trade & Exhibition Centre	City of Abbotsford	Tourism Abbotsford Society partnered with the City	Multi-purpose corporation	Yes	5	Appointed by the C.o.C, the City and the Hotel/Motel Industry
Edmonton	Northlands	City of Edmonton	Edmonton Northlands: non-profit organization.	Single-purpose corporation	Yes	currently 28, phasing to 18	City, community, Gov of Canada , and appointments
Calgary	BMO Centre (Stampede Park)	City of Calgary	The Calgary Ex. and Stampede (not-for-profit)	Single-purpose corporation	Yes	29	"shareholders," members appointed and past pres.
Regina	Evraz Place (formerly IPSCO place)	City of Regina	The Regina Ex. Ass. Ltd. (a not-for-profit organization)	Single-purpose corporation	Yes	15	elected members, appointed by City, appointed by Province
London	Western Fair Association Event Centre	City of London	Western Fair Association	Single-purpose corporation	Yes	between 9 and 11	elected from Fair; Mayor, Pres., Past Chair.Governors.
Niagara Falls	Niagara Convention and Civic Centre	City of Niagara Falls	Niagara Convention and Civic Centre Inc	Single-purpose corporation	Yes	13	City, NF tourism, Fallsview BIA, Region, community, OLG, FMC
Hamilton	Hamilton Convention Centre	City of Hamilton	The Hamilton Entertainment and Convention Facilites Inc.	Multi-purpose corporation	Yes	9 + 1 Ex Officio	appointed by Board, councillors, Mayor, etc.
Toronto	Direct Energy Centre	City of Toronto	Board of Governors of Exhibition Place	Single-purpose corporation	Yes	13	appointed by City; Mayor; and, the Pres. of the CNEA
Toronto	International Centre	Private	The International Centre	Private corporation	n/a		
Toronto	Toronto Congress Centre	Private	Toronto Congress Centre	Private corporation	n/a		
Ottawa	Lansdowne Park/Ottawa Civic Centre Complex	City of Ottawa	City of Ottawa Business Transformation Services	Multi-purpose corporation	No		
Montreal	Place Bonaventure	Private	Place Bonaventure Property Management Inc	Private corporation	n/a		
Quebec City	ExpoCite (Quebec City Tradeshow Centre)	City of Quebec	ExpoCité manages, on commercial basis, all activities	Single-purpose corporation	Yes	12	n/a
Halifax	Exhibition Park	Province of Nova Scotia	Trade Centre Limited,a "crown corporation"	Single purpose corporation	Yes	between 7 and 12	President, City, and the balance appointments

Source: HLT Advisory Inc.
n/a: not available or private

Comparison of Markets: Consumer Activity

Various metrics can be used to indicate the appropriate size of trade and consumer show venues vis a vis their host community. Looking at consumer expenditures on a per square foot of exhibit space basis together with exhibit space capacity on a per capita basis reflect an undersupply in the Ottawa marketplace.

Amongst our sample of 12 cities, Ottawa ranks last.

Exhibit Space and Consumer Expenditure by City

City	Total Consumer Expenditure ($ Millions, 2006)[1]	Exhibiton Square Footage[2]	Cons Expend per Sq Ft. of Exhibit Space
Ottawa	$35,255,779,790	280,925	$125,499
Hamilton	$20,835,182,270	177,000	$117,713
Niagara Falls	$8,715,691,940	99,625	$87,485
Montreal	$89,579,246,880	1,079,200	$83,005
Vancouver	$62,393,494,300	765,000	$81,560
Quebec City	$17,638,038,300	225,000	$78,391
Calgary	$40,514,422,215	582,327	$69,573
London	$12,214,098,000	176,500	$69,202
Edmonton	$31,689,682,380	699,071	$45,331
Toronto	$145,984,512,730	3,239,813	$45,060
Halifax	$10,151,224,875	300,000	$33,837
Abbotsford	$3,695,268,200	137,000	$26,973

Source: HLT Advisory Inc.

(1) HLT calculation based on data from the "Annual Survey of Household Spending" (CANSIM, table 203-0001, 2006)

(2) Exhibit Hall information based on "Tradeshow Week: Major Exhibit Hall Directory (MEHD)" and includes only major facilities suitable for larger exhibitons

Exhibit Space and Population by City

City	Population (Metro Area, 2008)[1]	Exhibiton Square Footage[2]	Exhibit Sq ft. per 10,000 in population:
Abbotsford	170,700	137,000	8,026
Halifax	394,600	300,000	7,603
Edmonton	1,124,200	699,071	6,218
Toronto	5,531,300	3,239,813	5,857
Calgary	1,182,400	582,327	4,925
London	485,200	176,500	3,638
Vancouver	2,271,200	765,000	3,368
Quebec City	738,900	225,000	3,045
Montreal	3,750,500	1,079,200	2,877
Niagara Falls	403,700	99,625	2,468
Hamilton	731,500	177,000	2,420
Ottawa	1,198,700	280,925	2,344

Source: HLT Advisory Inc.

(1) Population of census metropolitan areas as at July 1st, 2008 using 2006 Census boundaries

(2) Exhibit Hall information based on "Tradeshow Week: Major Exhibit Hall Directory (MEHD)" and includes only major facilities suitable for larger exhibitons

Price Comparisons

Trade and consumer show (and convention) spaces are most often rented on a $/sq. ft basis with additional services such as food and beverage, audio visual charged separately. While individual event producers are able to negotiate event by event pricing, for the most part we found parity among Canadian venues vis a vis pricing.

Cost per Square Foot Comparables

Venue	Event #1	Event #2	"Rack Rate"	Move in /out day rate
Calgary (BMO Centre)	$0.12	$0.15	$0.16	50%
Edmonton (Northlands)	n/a	$0.07	$0.15	50%
London (Western Fair)	$0.15	n/a	n/a	50%
Toronto (MTCC)	$0.19	$0.30	$0.20-$0.30	100%
Ottawa (Lansdowne)	$0.13	$0.18	$0.15	50%
Average	$0.15	$0.15	$0.18	
Other:				
Abbotsford (TRADEX)			$0.08-$0.11	50%
Hamilton (Convention Centre)			$0.17	50%
Toronto (Direct Energy Centre)			$0.15	100%
Halifax (Exhibition Park)			Negotiated*	Negotiated*

Source: HLT Advisory Inc.

Note: Event cost per sq. ft. calculations include move in / out days and any associated rate discounts, while the "rack rate" is before move in/out discounts. All $ per sq.ft calculations have been performed by HLT based on inputs provided by the respective parties (show managers and building websites/staff/reports)

Event #1 is a consumer show requiring between 20,000 and 60,000 square feet. It is a 2 day event.

Event #2 is a consumer show requiring between 25,000 and 100,000 sq. ft. Event length is typically 5-10 days

** No real "rack rate," negotiated on a show by show basis*

n/a: No show in given building

Cost per Square Foot Comparables

Venue	"Rack Rate"	Move in /out day rate
Abbotsford (TRADEX)	$0.08-$0.11	50%
Calgary (BMO Centre)	$0.16	50%
Edmonton (Northlands)	$0.15	50%
London (Western Fair)	n/a	50%
Hamilton (Convention Centre)	$0.17	50%
Toronto (MTCC)	$0.20-$0.30	100%
Toronto (Direct Energy Centre)	$0.15	100%
Ottawa (Lansdowne)	$0.15	50%
Halifax (Exhibition Park)	Negotiated	Negotiated
"Average"*	$0.16	

Source: HLT Advisory Inc. based on data collected from respective buildings and represents space considered "most comporable" to Lansdowne Park "Exhibit Halls."

Note: HLT has been provided with rate data from national show managers that HLT believes is consistent with provided rack rates

** Average calculation uses midpoint of any range shown and excludes Halifax and London*

n/a: Data not supplied

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Sources of Financing

The majority of trade and consumer show venues are located on fair grounds (or other public land holdings in their respective host community) and were constructed (at least initially) many years ago. As a result little available (or relevant information is available on development cost. The Edmonton and Calgary buildings however, have undergone significant expansions as has the Direct Energy Centre.

Selected Canadian Trade Show Venues - Capital Investment Within Last Ten Years

City	**Vancouver**	**Edmonton**	**Calgary**	**Regina**	**London**	**Toronto**	**Ottawa**	**Hamilton**	**Quebec City**	**Halifax**
Full Name of Centre	**Pacific National Exhibition**	**Northlands**	**BMO Centre @ Stampede Park**	**Evraz Place (formerly IPSCO place)**	**Western Fair Association Event Centre**	**Direct Energy Centre**	**Lansdowne Park/Ottawa Civic Centre Complex**	**Hamilton Convention Centre**	**ExpoCite - Quebec City Tradeshow Centre**	**Exhibition Park**
Financial Responsibility	City via Pacific National Exibition	City via Edmonton Northlands	City via Calgary Stampede (The Calgary Exhibition and Stampede Limited)	City via The Regina Exhibition Association	City via The Western Fair Association	City via the Board of Governors of Exhibition Place	City of Ottawa	City via Hamilton Entertainment and Convention Facilities inc. (HECFI)	City of Quebec	Province via Trade Centre Limited (TCL)
Year Opened	Before 1980	1984	1981	Before 1980	Before 1980	Before 1980	Before 1980	1981	1997	Before 1980
Expansion										
Year Expanded		2009	2009			2009 (Allstream Building)				
Source of Funds										
Municipal		60,000				35,600				
Provincial		50,000	47,500							
Federal		25,000								
Other[1]		15,000				11,280				
Total		150,000	47,500			46,880				

Source: HLT Advisory Inc. based on relevant secondary sources.
*** Notes:*
- Capital Investment is focused on those facilities which have undergone expansion within the past 10 years.
1) Other sources refer to Private Funding or facility self-financing. Specifically:
-Direct Energy Centre - Food Services Provider Contribution = $4m, Exhibition Place= $3.88m, Sponsorship Funding= $3.4m

Property Taxes

While the majority of trade and consumer show venues in Canada are publicly owned (either directly or indirectly through a not-for-profit organization) there is no consistency with respect to payment of property and related realty/business/school taxes.

Selected Canadian Trade Show Venues - Property Tax Overview

City	**Vancouver**	**Edmonton**	**Calgary**	**Regina**	**London**	**Toronto**	**Montreal**	**Quebec City**	**Halifax**
Venue	**Pacific National Exhibition**	**Northlands**	**BMO Centre (Stampede Park)**	**Evraz Place (formerly IPSCO place)**	**Western Fair Association Event Centre**	**Direct Energy Centre**	**Place Bonaventure**	**ExpoCite (Quebec City Tradeshow Centre)**	**Exhibition Park**
Property Tax for Exhibits and Core Business?	?	No	No	No	n/a	No	Yes	?	No
Land owned by:	City of Vancouver	City of Edmonton	City of Calgary	City of Regina	City of London	City of Toronto	Private	City of Quebec	Province of Nova Scotia
Responsibility for operating control:	The Pacific National Exhibition: a non-profit registered charity owned by the City	Edmonton Northlands: incorporated under Part 9 of the Companies Act of Alberta as a non-profit organization.	The Calgary Exhibition and Stampede Limited ("the Calgary Stampede"): incorporated under the Companies Act of Alberta as a not-for-profit organization.	The Regina Exhibition Association Limited (the Association): a not-for-profit organization incorporated under a private act of the Province of Saskatchewan	Western Fair Association	Under the provisions of the City of Toronto Act, the Board of Governors of Exhibition Place was formed for the purpose of operating and managing the grounds known as Exhibition Place.	Private	ExpoCité is mandated by the City of Quebec to manage, on a commercial basis, all of the infrastructures and activities on the site.	Trade Centre Limited (TCL),a special purpose "crown corporation" created through Order in Council, operates 5 venues incl Exhibition Park and the World Trade & Convention Centre

Source: HLT Advisory Inc.
** Data based on HLT discussions with respective parties (with the exception of the privately owned venues)*
n/a: Party was unwilling to supply HLT with rate details

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Unique Financing Options

In the United States, convention and consumer/trade show venues are often developed through bond offerings, with debt and principal payments tied to sales taxes. No such option exists in Canada although some communities have begun to look at innovative financing options for public projects. HLT examined four communities to identify potential options for Ottawa, specifically:

- Niagara Falls (Niagara Falls Convention and Civic Centre)—A Business Improvement Area (BIA) structure was used to self assess (following a majority vote of businesses) a one-time $2 million contribution towards development cost and a $1 million/annum allowance to support operations.

- Toronto (Woodbine Live! Project..a $1billion dollar mixed-use commercial, residential entertainment and retail complex)—A Tax Increment Equivalent Grant (TIEG) program was created by the City under new powers provided through the City of Toronto Act. The TIEG allows up to a 90% refund of property tax owing on the new project for the initial five years, declining by 5% annually from year six on. City staff estimate a value of $71.2 million transferred to Cordish (the project developer) against a development cost estimated in the order of $1 billion.

- Calgary (Rivers District Revitalization)—A Community Revitalization Levy ("CRL) has been approved for a designated redevelopment area. The CRL is applied to the incremental market value of the property within the Rivers District with the funds held in a separate account for twenty years for the purposes of neighbourhood infrastructure investment activity.

- Winnipeg (no specific project as yet)—This program is similar to the approach taken in Calgary but as yet has not been taken up by the development community.

Each of these programs is described in more detail in Appendix B.

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Public-sector Financial Commitments: Summary

Most of the public-sector trade and consumer show buildings discussed in this report are the ongoing responsibility of either a municipal or provincial government (either directly or through a not-for-profit vehicle) as described on page 25, including responsibility for property taxes (as/if assessed), operating losses and/or redevelopment capital. While most of these venues were originally built prior to 1980 (within limited detail on quantum or sources of capital) recent expansions suggest a continuing involvement by the public sector. A summary of recent capital spending on major venues includes:

- Northlands Park (Edmonton)—a major expansion funded by the City of Edmonton ($60 million), province of Alberta ($50 million, federal government ($25 million) and suppliers such as food and beverage contractors ($15 million)
- BMO Centre (Calgary)—a recent expansion of the BMO Centre (on Stampede Park) underwritten by the provincial government for $47.5 million.
- Allstream Centre (Toronto)—a significant addition of meeting and exhibit space in adjacent building to the Direct Energy Centre, paid for by the City of Toronto ($35.6 million) and project suppliers/contractors ($11.28 million).
- Niagara Falls Convention and Civic Centre (Niagara Falls)—of the $92 million total cost the federal and provincial governments contributed $35 million each, Falls Management (the management company responsible for Niagara Falls' two casinos) contributed $15million, the neighboring business improvement area contributed $2 million, Niagara Region contributed land (valued at $3 million) and the City of Niagara Falls contributed the value of development charges ($2 million).

In addition to these three consumer and trade show venues two major convention centre expansions have been/are being completed specifically: the Ottawa Convention Centre (i.e., $50 from each of the provincial and federal government and $40 million from the City of Ottawa, with $40 million to be financed by the Ottawa Convention Centre) and Vancouver Convention Centre (i.e, total cost of $883 million with about $250 million from the federal government, $90 million through industry contributions and the balance by the provincial government)

Economic Benefits of the Preferred Proponent's Proposal

Process in Calculating Economic Impacts

To evaluate the economic impacts associated with annual consumer and trade show activity at the venue described in the Preferred Proponent's proposal we reviewed selected financial data in the submission as follows:

- Stabilized number of trade and consumer show events;
- Stabilized average number of exhibitors and attendees at each event; and
- Any event where the expected proportion of out-of-town exhibitor and/or attendees is greater than 15%.

These data were used to estimate offsite spending (i.e., spending on goods and services outside the trade and consumer show facility such as for overnight accommodation, restaurant meals, retail) by attendees and exhibitors of consumer and trade show events. The "Year 5" assumptions in the Preferred Proponent's proposal were assumed to represent a stabilized year. Adjustments were made to the Preferred Proponent's assumptions as described on the following pages.

As the offsite expenditures will not value the spending by the venue to accommodate the attendees and delegates, we also used the estimated Year 5 operating costs contained in the Preferred Proponent's proposal to estimate economic impact from operations. Finally we looked at the economic impacts from the one-time capital costs associated with the proposal.

These data were then used to populate the Ontario Ministry of Tourism and Culture's Tourism Regional Economic Impact Model (TREIM) to calculate economic impacts. The following outputs were produced:

- Estimates of the Direct, Indirect and Induced impacts of tourism-related activities on Gross Domestic Product (GDP)
- Estimates of the Direct, Indirect and Induced impacts of tourism-related activities on Labour Income and Employment (Number of Jobs)
- Estimates of the Direct and Total impacts of tourism-related activities on Federal, Provincial and Municipal Tax Revenues

A summary of previous economic impact analyses on LP activities is contained in Appendix C.

Attendee and Exhibitor Spending

The Preferred Proponent provided visitation estimates (event attendees and exhibitors) for four categories of user groups (the largest being existing LP users). During evaluation of the proposal, City officials determined that actual 2009 visitation (attendees) was a more appropriate figure on which to base economic impact.

Using the historic attendee visitation estimates, the Preferred Proponent exhibitor estimates and spending assumptions by HLT (exhibitor spending on booth preparation) and the Ministry of Tourism (hospitality spending for overnight visitors), total spending in Year 5 was calculated at $7.47 million in 2008 dollars.

Estimated Spending (Year 5, uniflated) by Attendees and Exhibitors at Proposed Consumer/Trade Show Venue

Attendance figures contained in Shenkman proposal

	Consumer Shows			Trade Shows			All Shows		
	Attendees	Exhibitors	Total	Attendees	Exhibitors	Total	Attendees	Exhibitors	Total
Group I	329,909	12,704	342,613	25,235	3,020	28,255	355,144	15,724	370,868
Group II	9,838	440	10,278	1,169	500	1,669	11,007	940	11,947
Group III	31,500	2,300	33,800	5,025	1,100	6,125	36,525	3,400	39,925
Group IV	36,242	1,340	37,582	-	-	-	36,242	1,340	37,582
	407,489	16,784	424,273	31,429	4,620	36,049	438,918	21,404	460,322

Attendance Figures using Lansdowne Actuals (existing events) and Shenkman projections (new events)

	Consumer Shows			Trade Shows			All Shows		
	Attendees	Exhibitors	Total	Attendees	Exhibitors	Total	Attendees	Exhibitors	Total
All visitors by Group*									
Group I	192,486	12,704	205,190	25,599	3,020	28,619	218,085	15,724	233,809
Group II	9,838	440	10,278	1,169	500	1,669	11,007	940	11,947
Group III	31,500	2,300	33,800	5,025	1,100	6,125	36,525	3,400	39,925
Group IV	36,242	1,340	37,582	-	-	-	36,242	1,340	37,582
	270,066	16,784	286,850	31,793	4,620	36,413	301,859	21,404	323,263
Out-of-town visitors (%)**	1.5%	2.3%	1.6%	15.0%	14.4%	14.9%	2.5%	4.9%	2.6%
$ spent/Visitor									
In town***	0	250		0	250		0	250	
Out-of-town****	239	239		239	239		239	239	
Total spending									
In town	-	4,101,500	4,101,500	-	989,250	989,250	-	5,090,750	5,090,750
Out-of-town	992,527	90,342	1,082,869	1,139,936	158,457	1,298,393	2,132,463	248,799	2,381,262
Total	992,527	4,191,842	5,184,369	1,139,936	1,147,707	2,287,643	2,132,463	5,339,549	7,472,012

**As segregated in the Shenkman business plan: Group I (existing LP events verbally confirmed), Group II (likely to use LP), Group III (new shows to Ottawa) and Group IV (other and one-off events). Attendance has been adjusted to reflect actual LP attendance for Group I events.*

***Out-of-town visitation as assumed by Shenkman (on adjusted attendance figures)*

****Spending assumption by HLT Advisory for exhibitor spending off site (preparation of booths, purchase of giveaways, transportation, etc.)*

*****Spending by out-of-town visitors (assumed overnight) on hospitality services (e.g., accommodation, food and beverage, retail) Based on Ministry of Tourism 2008 data http://www.tourism.gov.on.ca/english/research/rtp/2008/CMA505/index.htm*

Operations and Capital Spending

In addition to attendee and exhibitor spending, economic impact will be generated by ongoing operations of the proposed trade and consumer show venue as well as the one-time capital spending required to construct and fit-out the facility.

The financial projections contained in the Preferred Proponent's submission were used as the basis for these spending estimates as summarized below:

- Initial project investment represents the capital costs required to plan, design, finance, construct and equip the proposed facility. These expenditures occur only once.
- Ongoing operating costs reflect the day-to-day operating expenditures of the proposed project. Ongoing operating costs do not include exhibitor spending (an estimate do $250/exhibitor/event was used in calculation of exhibitor spending on the previous page) or any expenditures by event organizers to operate the event (e.g., marketing, purchase of goods and services) which may understate the total spending. These expenditures occur on an annual or recurring basis.

Initial Project Investment	
Buildings and Renovations	33,206,810
Furniture and Fixtures	1,800,000
Other Services	4,193,190
Total capital cost	39,200,000
Source: Shenkman submission	

Ongoing Operating Costs	
Salaries and wages	1,170,606
Repairs and maintenance	588,600
Rent	460,448
Utilities	353,955
Marketing and advertising	74,976
Office supplies	28,684
Professional fees	32,473
Insurance	43,297
Other	26,530
Interest	1,121,689
Depreciation	1,358,416
Total	5,259,675
Source: Shenkman submission	

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Economic Impacts from the Preferred Proposal

Using the spending estimates contained on the previous two pages, the economic impacts of the one-time capital spending and annual operations/attendee/exhibitor spending were estimated by using the Ontario Ministry of Tourism's TREIM model. The results are presented below.

Summary of Economic Impacts from proposed Shenkman Consumer and Trade Show Venue ($'000's)

	Annual Impacts From: Visitation	Operations	Total	One Time Impacts
Total spending	7,472	5,260	12,732	39,200
GDP				
Direct	1,430	2,502	3,932	18,737
Indirect	1,264	531	1,795	4,028
Induced	357	354	711	5,269
Total	3,051	3,387	6,438	28,034
Labour Income				
Direct	895	1,116	2,011	14,611
Indirect	929	395	1,324	2,906
Induced	215	222	437	3,349
Total	2,039	1,733	3,772	20,866
Employment (FTEs)				
Direct	96	68	164	237
Indirect	19	8	27	50
Induced	4	4	8	59
Total	119	80	199	346
Taxation				
Federal	1,446	1,329	2,775	11,191
Provincial	1,099	899	1,998	9,500
Municipal	n/a	n/a	n/a	n/a
	2,545	2,228	4,773	20,691

Source: Ontario Tourism Regional Economic Impact Model

Inputs provided in Shenkman submission. Adjustments to visitation levels by City of Ottawa review team. Spending estimates relied on adjustments and assumptions by HLT Advisory and Ontario Ministry of Tourism spending data.

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Economic Impact Conclusions

The proposed venue is designed to accommodate existing trade and consumer show events currently held at LP as well as the potential to host larger events and new events. The economic impacts associated with these events are significant as are the impacts associated with construction of the new venue. When calculating economic impacts discussed above the following was taken under consideration:

- Incrementality of visitor and exhibitor spending—Using the revised Preferred Proponent visitation estimates for existing and future events at Lansdowne it can be concluded that at least 25% of the estimated attendee and visitor spending is incremental. To the extent the Preferred Proponent is able to grow attendee and visitor numbers beyond 2009 actual levels, these economic impacts will increase (at visitation levels contained in the Preferred Proponent's proposal, impacts will increase substantially).

- Incrementality of impacts from operations—Insufficient data exist to estimate the incremental operating costs at a new facility (or to take into account any efficiencies generated through a new structure however, as with visitation it would not be unreasonable to project incremental spending in the order of 25% of total operating costs given increased volume. The incrementality may be significantly higher if one-off events and non-consumer/trade show events materialize to the extent projected.

- New trade show activity—Currently, LP's business mix is heavily weighted towards consumer shows that draw the majority of visitation from Ottawa-area residents. A purpose-built consumer and trade show building will permit more aggressive marketing to trade show producers; trade show events are much more likely to attract out-of-town exhibitors and attendees. Ottawa is not likely to become a significant trade show destination but improved facilities and aggressive marketing will provide some additional opportunity in this regard.

Social Impacts from Public Spaces

Economic impacts are not the only reason for communities to invest in exhibition and public assembly facilities. Not only do such spaces provide the ability for local businesses to network, form valuable business connections and to market goods and services to the community/region but these spaces also provide a community focus. In fact, looking at the many exhibition venues in major cities across Canada, the genesis for exhibition and fairgrounds was community celebration (through fairs and festivals) as well as commerce. The range of social impacts from public assembly spaces include:

- The catalytic impact from public-sector investment incenting private-sector investment in hotels, retail and related support amenities as well as support services such as transport, food and beverage and the like.
- The sense of civic pride and quality of life from public access to quality venues (and programming within these venues).
- Networking & industry knowledge exchange - Organizations and individuals share a fundamental need to meet in person to interact, make connections and maintain relationships through trade shows and other business events. These networking and educational opportunities promote the exchange of information in industry best practice, latest technologies and leading research. It is generally accepted by the industry that the benefits of a business event are maximized in the host destination.
- Leading by example on subjects ranging from social goals and objectives such as environmental and sustainable building practices.
- Exposition facilities (dating back to the large, international world's fair structures of the later 19th and early 20th centuries) make a positive contribution to industrial development by providing marketing and hosting opportunities for local industry.

"Cities were invented to facilitate the exchange of ideas, friendships, material goods and skills. How good a city is at facilitating exchange determines its health – economic, social, cultural and environmental. Public space forms a vital conduit in this exchange process, providing platforms for everyday interaction and information flows – the basis and content for the public life of cities. " *People make places: Growing the public life of cities* by Demos (and authors Melissa Mean and Charlie Tims) published in 2005 by The Joseph Rowntree Foundation

Appendix A
Summary of Canadian Convention Centres

Appendix A: Summary of Canadian Convention Centres

As with exhibition facilities, most major Canadian cities have dedicated (and most often, purpose built) convention/meeting venues.

Canadian Convention Centre Summary

City:	Facility:	Year Opened:	Year Expanded:	Total exhibit space:	Largest exhibit hall:	Total meeting space:
Calgary	Calgary TELUS Convention Centre	1974	2000	47,047	47,047	26,936
Edmonton	Shaw Conference Centre	1983	2006	105,000	80,000	37,700
Halifax	World Trade and Convention Centre	1984	n/a	20,180	20,180	27,217
Hamilton	Hamilton Convention Centre	1981	n/a	19,662	19,662	14,490
London	London Convention Centre	1993	n/a	-	-	10,324
Montreal	Palais des Congres de Montreal	1983	2002	199,052	199,052	66,684
Ottawa	Ottawa Convention Centre (Post-Expansion)	1983	2008-2011	56,342	56,342	43,617
Penticton	Penticton Trade and Convention Centre	1965	1988	13,590	29,210	5,434
Prince George	Prince George Civic Centre	1994	n/a	18,000	18,000	4,800
Quebec City	Le Centre des Congrès de Québec	1996	n/a	75,000	75,000	60,000
Saskatoon	TCU Place	1968	2005 & 2006	23,000	23,000	58,500
Toronto	Metro Toronto Convention Centre	1984	1997	453,648	260,000	94,227
Vancouver	Vancouver Convention Centre	1987	2009	107,809	107,809	24,865
Victoria	Victoria Conference Centre	1989	2009	14,190	14,190	9,210
Winnipeg	Winnipeg Convention Centre	1975	n/a	78,000	78,000	17,018

Source: HLT Advisory Inc. based on data collected in Convention Centre's of Canada annual survey

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Appendix B

Funding of Public/Private Municipal Projects in Canada

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Financing of "Public/ Private" Municipal Projects in Canada

Province City Project:	Ontario Toronto WoodbineLive! (Woodbine Live)	Ontario Niagara Falls Niagara Falls Convention and Civic Centre
Summary:	Partnership created between Woodbine Entertainment Group, a not for-profit corporation without share capital and Cordish Company, a privately owned integrated commercial services and property development company based in Baltimore, Maryland, to build a multi-faceted tourism destination project comprising entertainment, retail, hotel, office and residential components.	The Niagara Convention & Civic Centre is slated to open in 2011, 500 yards from the Canadian Falls. The City of Niagara Falls will own the Convention Centre (Municipal Capital Facility), but it will be privately managed. The public/private partnership is expected to generate "$93 million in new annual expenditures, and $100 million in private incremental capital projects." (City of Niagara Falls)
Project Parameters:	Woodbine Live will be the GTA's largest private sector tourism development, with an estimated investment in excess of $1 billion. The final project will include offices, residences, shops, restaurants, a cinema complex, a 6,000-seat concert hall, a four-star hotel boasting 600 rooms, a 100,000 sq. ft. conference centre, clubs, pubs, canals and a skating rink. The site will comprise six entertainment and retail districts and four neighbourhoods, creating one entertainment destination.	A 280,000 square foot, LEED certified facility, including an 80,000 square foot free-span Exhibition Hall, a 17,000 square foot Ballroom, 26,500 square feet of flexible Meeting & Breakout Space, and a 1,000 seat Theatre. Overall project costs were originally estimated at $90.0 million, stated in 2009 dollars. These costs include site acquisition, hard and soft construction costs, as well as a $5.0 million capitalized Operating Loss Fund
Financing:	Under the City of Toronto Act, Tax Increment Equivalent Grants ("TIEG"), all new development within the allowable sectors (including tourism) qualify for a compensation equal to 60% of the incremental tax revenues generated by the project over a 10-year period.	Federal government ($35 million), Provincial govt ($35 million) and regional sources: Falls Management Corporation - $15.0 million, Ontario Lottery and Gaming Corporation - $10.0, Niagara Region - $3.0 million (land owned by the Region, valued at $3 million, leased at no cost to the NCCC), City of Niagara Falls - $2.0 million (Development charges) and finally Fallsview BIA - $2.0 million (raised by members of the BIA - the overall commitment of the BIA would include a further $1.0 million per annum over the initial 13 years of operation, bringing the BIA's total commitment to $15.0 million.)
	The TIEG has been modified to support the proposed Woodbine Live Development by increasing the percentage of taxes granted back to 90% over the first five years and declining to 5% for years 6 through year 20.	In order to facilitate federal and provincial capital funding, the ownership of the property and the facility will have to remain in City hands or in some Arms Length Agency with a direct or indirect relationship with the City. Under the model, "Niagara Convention and Civic Centre Inc." would not own the facility, but would operate it under some form of lease or management contract arrangement with the City.
	Source: Our old report - this needs to be updated with new information re: Community Improvement plan but the specifics ($$) are correct	$1 Million raised annually from BIA members will be generated by a 0.28% levy against assessed property values (properties owned by BIA members)
Provincial Legislation:	Planning Act (Section 28)	n/a
Detail:	The Act allows municipalities to designate "Community Improvement Plans" and further to provide grants and loans in order to execute those plans. Look up Plan to add detail	n/a
Municipal Legislation:	City of Toronto Act (in Toronto) or Municipal Act, 2001 (elsewhere in Ontario)	BIA is "voluntarily" agreeing to put forward some of the funding in the form of increase property taxes
Detail:	At its meeting of May 26 and 27, 2008 Council adopted the City-Wide Community Improvement Plan (CIP) to implement a City-Wide Financial Incentives Program in the form of Development Grants funded from a portion of the Municipal Tax Increment by way of a tax increment equivalent grant (TIEG), and further directed staff to report back on the steps that may be necessary to accommodate the Woodbine Live proposal to establish a major tourism/entertainment complex in North West Etobicoke, and to prepare a separate CIP schedule if necessary. A category for Transformative Projects was included in the incentive program with the expectation that a select number of very large and unique projects such as Woodbine Live may come forward that allow the City to achieve multiple goals and that have the desired effect of transforming an area's potential.	n/a
Additional Comments:	Other cities in Ontario use similar TIEG programs, particularly for Brownfield development. For example, Hamilton has a City wide CIP with a TIEG for site remediation and a grant for municipal realty taxes in the downtown area to develop, redevelop or renovate residential and commercial lands or buildings	
Primary Source(s):	*WoodbineLive!: Financial Incentives to Support a Tourism/Entertainment Attraction "Transformative Project"* , June 25, 2008, City of Toronto	*Niagara Convention & Civic Centre, Presentation to the Niagara Falls Chamber of Commerce* , City of Niagara and *Niagara Convention and Civic Centre, Business Planning Report* , April 2006, PKF Consulting

Source: HLT Advisory Inc. based on stated "Primary Source (s) " and relevant seconday research

Financing of "Public/ Private" Municipal Projects in Canada		
Province City Project:	Alberta Calgary Rivers District Revitalization	Manitoba Winnipeg None Yet
Summary:	A public infrastructure program that will facilitate the reclamation, redevelopment and revitalization of this underdeveloped inner city area. In order to encourage private and public sector development in the district, extensive public infrastructure is required, along with a sustainable funding source which does not create an additional tax burden for citizens. A special purpose vehicle entitled the Calgary Municipal Land Corporation ("CMLC") is being established to implement and execute this Plan.	The "TIF" program (outlined below) is in place but as yet has not been used by a developer. According to the Province, there is talk of affordable housing projects in Winnipeg being the first projects to use the program
Project Parameters:	The plan commenced in 2007 and was expected to last approximately five years, at an estimated cost of $135 million. The $135 million will go towards infrastrucutre such as Flood Protection, Underground utilities, Roads and other transit/transporation, sidewalks and streetscapes etc. As other projects are specifically identified and approved by Council, further borrowing bylaws will be put forward to Council for approval dependent upon further tax supported borrowing capacity being approved by Council. The total cost of these projects could potentially range from $715 - $1,315 Million	No projects yet, however the purpose of the fund is to promote and support significant improvement projects in order to: (a) revitalize communities or neighbourhoods; (b) encourage economic development; (c) enhance social and cultural development; (d) preserve heritage properties.
Financing	**Levy = (A+B) x C** where A is the assessment baseline for the property; B is the incremental assessed value for the property; and C is the community revitalization levy rate to be imposed on that property.	Similar to Alberta's program
	In other words, the CRL is levied on increased assessment value over and above the base level resulting from market value changes, new developments or other improvements in the Rivers District. The property owners in the Rivers District will pay an equal rate of taxes as the combined property tax and CRL will be the same as the property tax in a property assessed at the same value outside the Rivers District.	When a community revitalization property is designated, the assessor must allocate the property's assessment into two portions; (a) pre-designation assessed value; and (b) incremental assessed value
	The CRL amounts are accounted for in a separate fund and as specified in the CRL regulation are used to fund the redevelopment efforts in the Rivers District.	In each year, a municipality must impose the community revitalization levy on the portioned value of the incremental assessed value of each community revitalization property situated in the municipality.
	At the end of the 20 year CRL period, all of the property tax revenues in the Rivers District will then flow into The City's and the Province's general revenues.	The rate of the community revitalization levy must equal the total of the following tax rates imposed by the municipality on real property located in the same school division as the community revitalization property: (a) if applicable, the tax rate imposed by the municipality in respect of the education support levy; (b) the tax rate imposed by the municipality in respect of the special levy.
Provincial Legislation:	Alberta Municipal Government Act, Division 4.1 "Community Revitalization Levy"	The Community Revitalization Tax Increment Financing Act (Bill 4, 3rd Session, 39th Legislature, S.M. 2009, c. 29)
Detail:	Part 10 Division 4.1 of the Municipal Government Act M-26 RSA 2000 ("MGA") allows Council to pass a Community Revitalization Levy bylaw. The MGA authorizes Council to impose a levy in respect to the incremental assessed value of property in a community revitalization area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the Community Revitalization Levy area.	The community revitalization levy is to be imposed and is payable in lieu of school taxes that would be payable in respect of the property if it had not been designated as a community revitalization property. The Lieutenant Governor in Council may, by regulation, designate real property as a community revitalization property if it is satisfied that (a) significant improvements to the property are to occur; and (b) it is in the public interest that the improvements be made.
Municipal Legislation:	City of Calgary Rivers District Community Revitaliszation Levy Regulation	No municipal act needed
Detail:	The Lieutenant Governor in Council enacted the City of Calgary Rivers District Community Revitalization Levy Regulation ("The Regulation") on September 27, 2006. The regulation identifies that prior to passing a Community Revitalization Levy bylaw in respect the Rivers District, council must prepare a community revitalization plan and hold one or more public hearings on the community revitalization plan. The regulations identify specific elements the plan must address. The regulation also specifies how a Community Revitalization Levy Rate bylaw is to be prepared and the levy rate calculated. The CRL will be levied and collected by The City through the property tax system. Certain responsibilities and authorities will be delegated by The City to CMLC in terms of administration, project management, and project delivery related to this Plan. It is intended that all administrative and project management costs related to CMLC and the use of City resources to execute this Plan will be covered by the CRL. It is anticipated that the City of Calgary Rivers District Community Revitalization Levy bylaw will be terminated in 2028.	No municipal act needed in Winnipeg, as the City has been included in the provincial Act (Unless this Act or the regulations provide otherwise, The Municipal Act, The Municipal Assessment Act and The City of Winnipeg Charter apply to the assessment and taxation of community revitalization properties under this Act.")
Additional Comments:	Edmonton is considering the use of a Community Revitalization Levy (as per Calgary) for the development of Rexall Place and surrounding areas	
Primary Source(s):	*City of Calgary: Rivers District, Community Revitalization Plan* , April 2007, City of Calgary	*The Community Revitalization Tax Increment Financing Act* , Assented to October 8, 2009, Manitoba Laws

Source: HLT Advisory Inc. based on stated "Primary Source (s) " and relevant seconday research

Appendix C
Economic Impacts

Summary of Findings from Previous Research

HLT was able to identify three Canadian studies (two of which have also been identified by OAEM) addressing the impacts of visitors to consumer and trade shows:

1. *The Economic Impact of Lansdowne Park prepared by the Corporate Research Group in Association with the Conference Board of Canada in September 2007.*

   This study estimated the economic impacts generated by the capital expenditures, the operating revenues and expenses produced by Lansdowne Park in 2006. In addition, the study addressed the economic impacts generated by "off-site" spending of the visitors coming to Ottawa for the purpose of the various events taking place at Lansdowne Park including consumer and trade shows.

   Visitors in this study are defined to include both same-day and overnight visitors. Overnight visitors are assumed to account for 25% of visitors coming for a consumer show and 90% of visitors coming to Ottawa for a trade show.

   Overall, the study found that visitors (same-day and overnight) spent on average about $81 attending a consumer show and $191 attending a trade show.

Visitor Spending at Consumer and Trade Shows at Lansdowne Park

	Consumer Show	Trade Show
Attendance		
Local	127,651	10,125
Visitor	17,879	3,375
Total	145,530	13,500
Visitor Spending	$1,442,090	$643,032
Spending/Visitor	$81	$191

Source: HLT Advisory Inc. based on data from ***Economic Impacts of Lansdowne Park*** *prepared by the Corporate Research Group Ltd., in association with the Conference Board of Canada.*

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Summary of Findings from Previous Research (cont'd.)

2. *Economic Impact of Trade and Consumer Shows prepared by Marion Joppe, Chris Choi and Dongkoo Yun in April 2006.*

   This study presents the economic impacts produced by consumer and trade shows held in the Greater Toronto Area. The study is based on a large survey of visitors, exhibitors, exhibitor companies and show organizers. Visitors are defined to include fringe residents (residents outside the Toronto area but less than 80km away) and tourists (residents from areas farther than 80km from Toronto) who stayed overnight.

   Visitors (fringe residents and tourists) are estimated to spend on average $288 per person while exhibitors spend on average $419 during consumer and trade shows. This spending includes accommodation, restaurants, food and beverages, entertainment, merchandise, retail, local transportation and other expenses.

Visitor & Exhibitor Spending at Consumer and Trade Shows in the GTA

	Consumer/Trade Shows		
	Visitors	Exhibitors	Total
Visitor/Exhibitor	2,130,000	232,796	2,362,796
Spending	$613,800,000	$97,500,000	711,300,000
Spending/Visitor or Exhibitor	$288	$419	$301

Source: HLT Advisory Inc. based on data from ***Economic Impact of Trade and Consumer Shows*** *prepared by Marion Joppe, Chris Choi and Dongkoo Yun.*

These two reports were acknowledged by the Ottawa Association of Exposition Managers in their overview of Lansdowne Park conducted in June 2009.

Summary of Findings from Previous Research (cont'd.)

In addition to the two previous studies, the first economic impact study of the meetings sector on Canada's economy was originally conducted in 2006 and updated in 2008.

3 *Canadian Economic Impact Study (CEIS) was prepared for the Meeting Professionals International Foundation Canada ("MPI") by Maritz Research and the Conference Board of Canada.*

The report presents detailed data on delegates, exhibitors, and speakers by meeting type including consumer and trade shows. The study estimates that local delegates spent $279 per person going to a consumer show and $544 attending a trade show (2008 numbers). Visitor delegates spent $485 per person attending a consumer show and $1,013 attending a trade show (2008). *Note: The study does not specify if people residing outside the local area (visitors) include both same-day and overnight visitors. Given the average spending per visitor estimated from the data in this study, HLT believes that residents from outside the local area are overnight visitors.*

It should be noted that spending includes registration fees, accommodation, food and beverages, entertainment, travel expenses (including long and short haul transportation) and other expenses.

Discounting the registration fees, visitor delegates spent $390 per person attending a consumer show in 2008 and $843 attending a trade show. Further, discounting spending on long haul transportation, visitor delegates spent $283 per person attending a consumer show and $695 per person attending a trade show.

Delegate Spending at Consumer and Trade Shows in Canada

	Consumer Show		Trade Show	
	2007	2008	2007	2008
Delegates				
Local	9,307,000	9,360,000	1,890,400	1,849,900
Visitor	5,984,900	5,856,200	1,682,100	1,644,700
Total	15,291,900	15,216,200	3,572,500	3,494,600
Delegate Spending				
Local	$2,531,504,000	$2,611,440,000	$1,005,692,800	$1,006,345,600
Visitor	$2,828,608,000	$2,842,803,400	$1,651,855,800	$1,666,516,400
Total	$5,360,112,000	$5,454,243,400	$2,657,548,600	$2,672,862,000
Spending/Delegate				
Local	$272	$279	$532	$544
Visitor	$473	$485	$982	$1,013
Total	$351	$358	$744	$765
Spending/Delegate (Excluding Registration Fees)*				
Local	$179	$183	$367	$374
Visitor	$379	$390	$817	$843
Total	$257	$263	$579	$595
Visitors Delegate Spending (Discounting Registration Fees & Long Haul Transportation)*				
Visitor	$279	$283	$672	$695

Source: HLT Advisory Inc. based on data from ***Canadian Economic Impact Study prepared by Maritz Research and The Conference Board of Canada.***

** HLT estimates based on data from the Canadian Economic Impact Study (breakdown of delegate spending by type)*

Summary of Findings from Previous Research (cont'd.)

Based on the review of these studies, the following can be concluded:

- Consumer shows captures primarily the local market (between 60% to 90% of attendees are from within the local area).
- Trade shows attract a larger number of visitors (between 25% to 50% of trade show attendees are from outside the local area).
- Visitors attending trade shows spend significantly more than visitors attending a consumer show.
- Ottawa's reliance on consumer shows as opposed to trade shows will result in lower aggregate spending.
- The Corporate Research Group is the most comparable to Ottawa and contains the most realistic spending projections.

Comparison of Estimated Spending Generated by Visitors to Consumer and Trade Shows

	Lansdowne Park Report (2007) - Delegates & Exhibitors		Toronto Trade & Consumer Show (2006) - Delegates & Exhibitors		MOIFC Report (2007/08) - 2008 Delegates Data*	
Consumer Shows						
# of Attendees						
Local	127,651	87.7%	n.a.	n.a.	9,360,000	61.5%
Visitor	17,879	12.3%	n.a.	n.a.	5,856,200	38.5%
Total	145,530	100.0%	n.a.	n.a.	15,216,200	100.0%
Visitor Spending ($)	$1,442,090.0		n.a.		$1,655,939,841	
Spending/Visitor($)	$81		n.a.		$283	
Trade Shows						
# of Attendees						
Local	10,125	75.0%	n.a.	n.a.	1,849,900	52.9%
Visitor	3,375	25.0%	n.a.	n.a.	1,644,700	47.1%
Total	13,500	100.0%	n.a.	n.a.	3,494,600	100.0%
Visitor Spending ($)	$643,032.0		n.a.		$1,143,761,526	
Spending/Visitor($)	$191		n.a.		$695	
Consumer & Trade Show Combined						
# of Attendees						
Local	137,776	86.6%	6,803,332	74.2%	11,209,900	59.9%
Visitor	21,254	13.4%	2,362,796	25.8%	7,500,900	40.1%
Total	159,030	100.0%	9,166,128	100.0%	18,710,800	100.0%
Visitor Spending ($)	$2,085,122.0		$711,300,000		$2,799,701,367	
Spending/Visitor($)	$98		$301		$373	

*Source: HLT Advisory Inc. based on data from **Economic Impacts of Lansdowne Park** prepared by the Corporate Research Group Ltd., in association with the Conference Board of Canada, Economic Impact of Trade and Consumer Shows prepared by Marion Joppe, Chris Choi and Dongkoo Yun; and Canadian Economic Impact Study prepared by Maritz Research and The Conference Board of Canada.*

** Visitor spending discounting Registration Fees and long haul transportation expenses.*

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Current Estimates of Economic Impact

As a basis for evaluating submissions to the anticipated City of Ottawa proposal call, HLT updated spending estimates for attendees at consumer and trade shows at Lansdowne Park, using actual attendance figures (provided by Lansdowne Park management as well as spending contained in the Corporate Research Group report (which is believed to be the most comparable analysis, with more reasonable spending estimates).

Assumptions were made with respect to the proportion of visitors at Lansdowne Park consumer and trade shows drawn from outside the City as well as updating the Corporate Research Group spending estimates to account for inflation since 2007.

The figures in the adjacent table represent a significant increase in total spending from the 2007 study due mainly to the increased number of attendees at Lansdowne Park consumer and trade show events.

Estimated Visitor Spending at Lansdowne Park
2008-2009

	Consumer Shows			Trade Shows			Total		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Attendance									
Local	127,651	224,473	178,232	10,125	0	6,300	137,776	224,473	184,532
Visitor [1]	17,879	39,613	31,453	3,375	0	2,100	21,254	39,613	33,553
Total	145,530	264,086	209,685	13,500	0	8,400	159,030	264,086	218,085
Spending/Visitor [2]	$81	$86	$88	$191	$0	$208	$98	$86	$96
Total Visitor Spending	$1,442,090	$3,389,692	$2,772,167	$643,032	$0	$437,210	$2,085,122	$3,389,692	$3,209,377

(1 Visitors are assumed to represent 15.0% of total attendance for consumer shows and 25.0% for trade shows.
(2 Estimated based on information provided in the 2007 Economic Impacts of Lansdowne Park report (average spending per visitor adjusted for inflation).

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